UNITED STATES COAST GUARD

Diversity & Inclusion
ACTION PLAN
2019 – 2023

THE U.S. COAST GUARD'S VISION
FOR DIVERSITY & INCLUSION

The Coast Guard will be distinguished as the "Service of Choice" within the federal government for recruiting, retaining, and sustaining a ready, diverse and highly skilled workforce.

ACTIVE DUTY ★ RESERVE ★ CIVILIAN ★ AUXILIARY

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THE COMMANDANT
OF THE UNITED STATES COAST GUARD

The demand for United States Coast Guard services has never been greater, and Coast Guard men and women work tirelessly across a multi-cultural global environment to ensure American security and advance economic prosperity. We are also integral members of the diverse local communities where we are stationed. Our highly dedicated and professional Mission Ready Total Workforce is forged from the DNA of American society.

In order to remain the world's best Coast Guard we must be the world's most diverse and inclusive Coast Guard. Anything less means that we will fail to garner the talent, innovation, creativity, and performance necessary to meet the challenges of an increasingly complex maritime operating environment. We owe it to our Nation, and ourselves, to create a Coast Guard where everyone can contribute the full power of their diverse backgrounds, experiences, and thoughts.

My vision is a fully inclusive Coast Guard where all people are respected, empowered, and valued. A Service where every single person can pursue and achieve personal growth and professional success. A culture that not only attracts the best of America's diverse population, but fosters an environment that encourages America's best to stay.

Building the Coast Guard that America needs will not happen through study and/or aspiration. Inclusion is an action, and your senior leadership team is committed to making tangible differences in the diversity of our ranks and the inclusivity or our workplaces. Moving towards such change is exactly what this plan represents. Developing diversity & inclusion acumen, strengthening awareness & accountability, and building & maintaining an inclusive total workforce involve concrete steps that we can all take to help improve our Service and best position us for the challenges of tomorrow.

Many elements of success already exist in our shared commitment to the Coast Guard, each other, and our Core Values of "Honor, Respect, and Devotion to Duty." Now, we need to apply the foundations of sound leadership at all levels of the Service to implement and strengthen this action plan. We must treat diversity and inclusion as mission imperatives. The time to act is now!

Semper Paratus.

Admiral Karl L. Schultz
Commandant

Introduction

America relies on the U.S. Coast Guard to preserve our Nation's maritime safety, security and stewardship. To ensure we remain Ready, Relevant, and Responsive, we must continue to recruit and retain a highly skilled total workforce that reflects the people we serve.[1] Diverse representation alone will not increase our readiness if we do not retain our diverse total workforce. Inclusion in the workplace drives employee engagement and is paramount for attracting and retaining employees.

Diversity and Inclusion are mission imperatives for the Coast Guard. Our Service is made stronger with our diversity, and we must continue to foster a culture of inclusion that will require Coast Guard members to embrace new ideas, accommodate different styles of thinking, and create a work environment that enables people to connect, collaborate, and empower different types of leaders. It is expected that Coast Guard leaders will demonstrate competence in managing cultural diversity, race, gender, background, experience, and other individual differences in the workplace. The Coast Guard Leadership competency of "Leading Others - Respect for Others and Diversity Management" aligns with the New Inclusion Quotient (New IQ) inclusive behaviors of fair open, cooperative, supportive and empowering.

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1 Executive Order 13583- *Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*, The White House. 2011

Our *2019-2023 Diversity and Inclusion (D&I) Action Plan* develops a foundation that will help our people to identify and mitigate biases, work together to nurture a sense of community, and continue to improve the culture of our Service. Our plan outlines our approach to further develop our Service's diversity and inclusion initiatives. It establishes diversity and inclusion goals, strategies, and measures of success with a holistic approach that will produce meaningful, sustainable transformation. In creating this plan, we are building on previous D&I strategic plans, establishing clear lines of accountability for Coast Guard leaders, and embedding D&I in our organizational DNA.
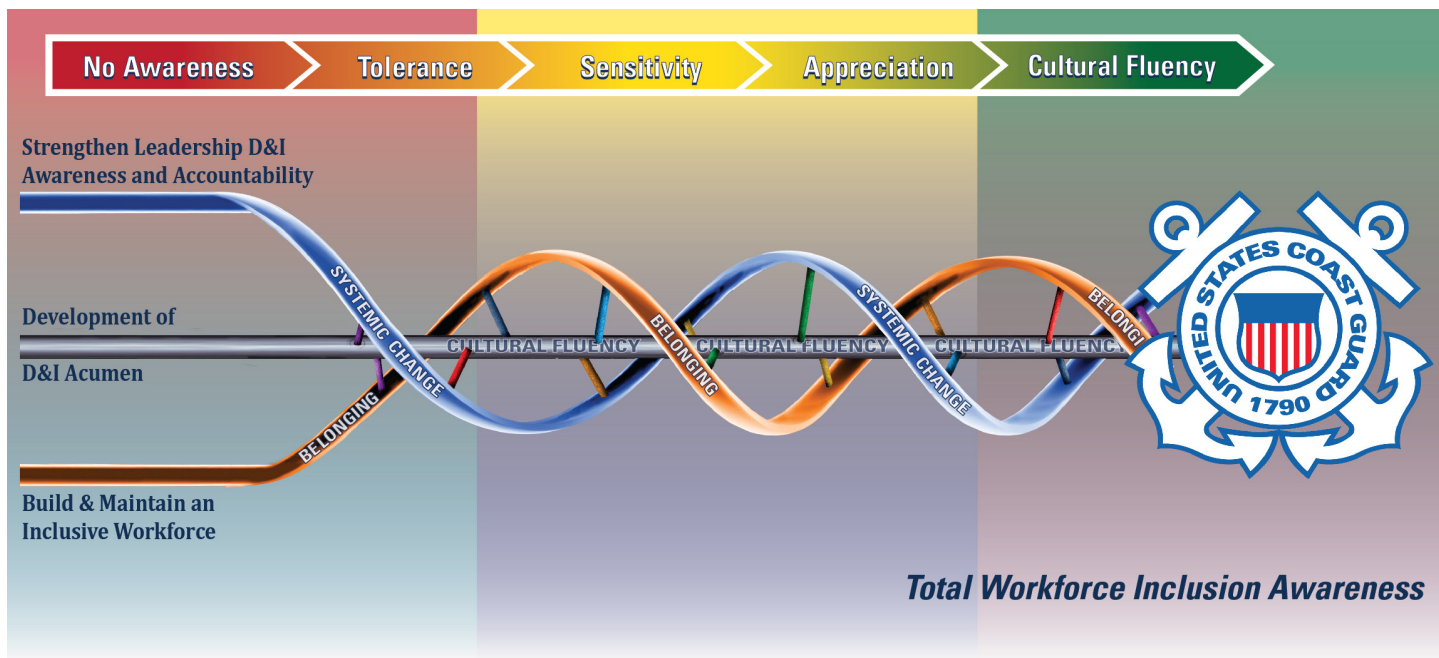
A diverse and inclusive culture is strongly linked with Coast Guard's Core Values of *Honor, Respect*, and *Devotion to Duty*. We recently celebrated their 25th anniversary, which provided an opportunity to emphasize the fundamental behaviors and beliefs that shape our organization and build our personal character for an active journey to inclusion. The Coast Guard must address the concerns and needs of our total workforce head-on to guarantee the fair treatment, access, and opportunity for every single person in our organization. This means the establishment of systems within our units to track our progress and to share regular updates in order to catalog effective programs and practices. By sharing and learning with each other, the total workforce will be able to strengthen existing programs and commitments to better serve our employees and our Nation.

Establishing the Foundation for a More Inclusive Coast Guard

This action plan outlines the actions, priorities, and strategies that establish the foundation to build a more diverse and inclusive Coast Guard. As we discuss the necessary actions, a universal understanding of *Diversity, Equity, & Inclusion* must become prevalent in our Coast Guard culture.

No Awareness → Tolerance → Sensitivity → Appreciation → Cultural Fluency

Strengthen Leadership D&I Awareness and Accountability

Development of D&I Acumen

Build & Maintain an Inclusive Workforce

SYSTEMIC CHANGE · CULTURAL FLUENCY · BELONGING · CULTURAL FLUENCY · SYSTEMIC CHANGE · CULTURAL FLUENCY · BELONGING

UNITED STATES COAST GUARD 1790

Total Workforce Inclusion Awareness

Diversity

Diversity refers to the variety of similarities and differences among people, including but not limited to: gender, gender identity, ethnicity, race, native or indigenous origin, age, generation, sexual orientation, culture, religion, belief system, marital status, parental status, socio-economic difference, appearance, language and accent, disability, mental health, education, geography, nationality, work style, work experience, job role and function, thinking style, and personality type.

Equity

The guarantee of fair treatment, access and opportunity for advancement for all (employees) while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding unbalanced conditions is needed to assist in fostering equality in the provision of effective opportunities to all groups.

Inclusion

A dynamic state of operating in which diversity is leveraged to create a fair, healthy, and high-performing organization or community. An inclusive environment ensures equitable access to resources and opportunities for all. It also enables individuals and groups to feel safe, respected, engaged, motivated, and valued for who they are and for their contributions toward organizational goals.

Line of Effort 1:
Development of D&I Acumen

*Developing our D&I acumen means that we will be broadening our current scope of D&I focus areas **from** a basic understanding **to** an increased level of wisdom, acuity, and intuition with the ultimate goal to make that **understanding** actionable in an inclusive work environment. A Diverse and Inclusive workplace will enhance our organization's competitive edge.*

D&I education and awareness are essential components of organizational effectiveness. We must be prepared to talk about belonging, social justice, human rights, and inclusive leadership.

A holistic planned approach is necessary to ensure we are prepared to have informed and courageous conversations around complex D&I topics and the future of our workforce. In order to be successful, the Coast Guard total workforce must be equipped with the tools and resources needed to build common ground for D&I conversations, learning, and cross-cultural relationship building. These tools will help the Coast Guard foster an inclusive work environment that supports creativity, innovation, and a high performing **Mission Ready Total Workforce**.

We must continuously monitor and assess D&I programs, clarify the meaning and behaviors associated with our **Core Values**, and develop and maintain a cadre of personnel with the needed D&I acumen to influence a culture of inclusivity at all levels of the organization. The world is changing – our journey to inclusion must be deliberate and impactful.

Actions	Lead	Key Stakeholders	Completion Timeline
1.1 Complete the D&I program level CG Global Diversity and Inclusion Benchmark (GDIB) Audit, Assessment and Strategy to move the Coast Guard from a reactive organization to a progressive organization in D&I. The 7 GDIB categories are: D&I vision, strategy and business case; leadership and accountability; D&I structure and implementation; recruitment, retention, development and advancement; D&I learning and education; assessment, measurement and research; and D&I communications.*	CG-12	CG-1 CG-127 CG-128 CGA CAG LEAD PAC/ LANT(*Diversity Action Officers*) FORCECOM	FY 20
1.2 Conduct a series of facilitated dialogues to build a common understanding of the Coast Guard Core Values of *Honor, Respect,* and *Devotion to Duty*, as seen through the eyes of the total workforce at all levels.* **1.2.1** Deploy a communication strategy that clearly defines human behaviors and expectations associated with the Coast Guard Core Values.	CG-12	DCO DCMS CG-00H CG-1 CG-111 CG-128 FORCECOM CGA CG-0922 MCPOCG	FY 20
1.3 Develop the Diversity & Inclusion Education and Awareness Program to equip participants with the coaching competencies to navigate sensitive situations involving all dimensions of diversity.*	CG-12	DCO DCMS LANT/PAC CG-00H CG-1 CG-127 CG-128 MCPOCG LEAD FORCECOM	FY 21
1.4 Complete the Holistic Study & Analysis of Recruiting & Retention of Underrepresented Minorities. (Note: For Active Duty and Reserve Members on EAD/ADOS)* **1.4.1** Create a task force (or extend PRTF) to review the recommendations and facilitate actions based on the results of the URM Study.	DCMS	CG-1 CG-126 CG-127	FY 21

Action Item will be completed with assistance from a third-party contractor.
Note: Key Stakeholders listed are not all encompassing.

Success Measures:

- Conduct internal assessments of the Coast Guard's baseline GDIB annually and report progress to the Leadership Council.

- Provide professional D&I education to a cadre of employees who will serve as a resource to promote D&I education and awareness to the total workforce.

- Unit leaders will utilize D&I Coaches and Practitioners to continue to evolve diversity and inclusion strategic opportunities, increase cultural intelligence, recognize the value of each employee's unique contribution, and work effectively with diverse teams at their units.

- Recommendations are identified in the Holistic Study & Analysis of Recruiting & Retention of Underrepresented Minorities.

Line of Effort 2: Strengthen Leadership D&I Awareness and Accountability

*We will provide tools for leaders to assess organizational climate and develop strategies and action plans to enhance D&I effectiveness. We will ensure Coast Guard-wide engagement, including senior leadership support for D&I initiatives and competency development. **Leaders will be able to measure, track, and improve their culture of inclusion by aligning awareness with action.***

Once leaders achieve well-developed D&I acumen, they will be equipped with the necessary tools to lead by example and instill accountability throughout the total workforce. Leaders and managers who consistently demonstrate inclusive behaviors will instill these same qualities into subordinates.

The implementation of a **metrics dashboard** will enable, incentivize, and ensure accountability for D&I performance and progress that aligns with our defined D&I objectives.

Actions	Lead	Key Stakeholders	Completion Timeline
2.1 Enhance the Coast Guard's Inclusive Leader Environment (CGILE) Index to assess organizational climate factors, inclusivity, and trends using data from the Organizational Assessment Survey (OAS) and the Federal Employee Viewpoint Survey (FEVS). **2.1.2** Provide leaders with tools to better understand inclusion data and guidance to develop and implement action plans to improve inclusion at their units. **2.1.3** Leaders are required to report action plan results to chain of command annually to evaluate.	CG-1	PAC LANT CG-00H CG-1 CG127	FY 21
2.2 Review the LEAD Council construct and assess the functionality. Implement changes to support this Action Plan..	DCMS	DCO PAC/LANT CG-00H CG-1 CG-127/CG-128 CGA MCPOCG MCPOCG-R Auxiliary	FY 21
2.3 Develop a "dashboard" of metrics to be reviewed annually with Senior Leadership as a component of the Personnel Readiness briefs to CCG.*	CG-1	DCO DCMS CG-1 CG-126/CG-127 CG-1B3 CGA FORCECOM CGRC	FY 21
2.4 Create a competency code for D&I. This OSMS-type code will adopt the AJE model (Apprentice, Journeyman, and Expert). Each progression requires a certain amount of professional engagements/ training/continuing education to progress. **2.4.1** D&I OSMS-type code requirement for Commanding Officers and OICs.	CG-1	FORCECOM CG-1 CG-127 PSC	FY 22
2.5 Consistent dialogue of D&I concepts shall be a standard during speaking engagements, unit events, town halls and all-hands gatherings for leaders across the Coast Guard.	CCG/VCG/ MCPOCG/ MCPOCG-R	DCO DCMS PAC/LANT CG-1 CG-127 CAG CG-092	Continuous

Action Item will be completed with assistance from a third-party contractor.
Note: Key Stakeholders listed are not all encompassing.

Success Measures:

- Increase the Coast Guard Inclusive Leadership Index Environment (CGILE) and the results of FEVS/OAS assessments, to highlight awareness and culture improvements.

- Some command billets should be filled by members that possess the D&I OSMS-type competency code.

- The D&I Metrics Dashboard gets reported to Senior Leadership.

Line of Effort 3: Build and Maintain an Inclusive Total Workforce

*We will continue to build an inclusive culture where everyone will be valued, respected, encouraged to contribute to their fullest potential, and feel connected to the Coast Guard mission. Team performance, decision-making, and collaboration **increases** an average of **22%** when leaders intentionally modify their inclusive behaviors.[2]*

This is a call to action for all members of the Coast Guard. Every member of our workforce has a duty to take action to preserve and promote dignity and respect in our Service. Our diversity helps us bring unique perspectives and skills to our missions. Attracting and retaining a diverse workforce, with the right skills and capabilities to meet current and future mission requirements, requires an inclusive culture.

The Coast Guard is committed to increasing the representation of women and minorities at all levels of the organization. We will develop a comprehensive outreach strategy to recruit a more diverse workforce. Additionally, a continuous review of talent management processes and procedures to remove barriers in the career lifecycle, will aid in creating systems that are equitable and that lead to improved retention of women and underrepresented minorities.

We will equip our leaders with unique and customizable D&I awareness learning tools created to increase the development and understanding of inclusion across the total workforce. We will continue to make strides in diversity while sharply focusing our emphasis in creating an

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2 *"The diversity and inclusion revolution: Eight powerful truths"* January 22, 2018, Deloitte Review, issue 22

inclusive culture to drive agility, innovation, and resilience by executing a Coast Guard-wide learning initiative on respect and inclusion, strengthening our relationships with Affinity Groups, developing a Coast Guard-wide mentoring program framework, and implementing efforts to increase dialogues about diversity and inclusion. A Coast Guard that better reflects diverse backgrounds, unique experiences, and original ideas, will inspire innovation and perspectives to solve complex challenges.

Actions	Lead	Key Stakeholders	Completion Timeline
3.1 Develop a comprehensive Outreach Plan to actively recruit a diverse workforce. **3.1.2** Increase the representation of women and underrepresented minorities accessions into the military total workforce. **3.1.2.1** Collect/analyze accessions flow data and recruitment trends and compare against qualified, eligible, military applicant pools to identify gaps. **3.1.2.2** Evaluate effectiveness of marketing platforms to determine demographic impacts in support of diversity. **3.1.3** Increase the recruitment and outreach of women and underrepresented minorities for civilian employment. **3.1.3.1** Assess demographic data compared to Civilian Labor Force and develop action plan for increasing diversity and retention of women and underrepresented minorities. **3.1.3.2** Develop a tool to track and report the number of activities that are identified as having contributed to diversity in the Coast Guard civilian workforce.	CG-1	CG-00H CG-1 CG-12 CG-122 CG-126 CG-127 CGA PSC CGRC CG-094	FY 21
3.2 Develop policies and procedures for the support of affinity groups. **3.2.1** Implement annual Affinity Fairs. **3.2.2** Maximize mixed demographic attendance at affinity conferences.	CG-12	VCG MCPOCG DCMS CG-1/CG-127/CG-128 LEAD AGC CG-094	FY 21
3.3 Execute a Coast Guard wide learning initiative at the unit level to discuss the importance of respect and inclusion in the Coast Guard mission.* **3.3.1** Implement the Inclusion Dialogues Program to equip members with tools to have conversations about relevant issues of equity, diversity, inclusion, and social justice Coast Guard wide. **3.3.2** Unit leaders team with D&I Coaches and local LDACs to deploy an inclusion awareness learning solution (Inclusion Stand-Up) at the unit level to increase the understanding of diversity, inclusion, equity, unconscious bias and to promote the behaviors of inclusive leadership.	CG-1	FORCECOM MCPOCG CG-00H CG-1 CG-127 LEAD	FY 21

Actions	Primary Lead	Key Stakeholders	Completion Timeline
3.4 Identify the root causes of recurring historical and or/institutional racial inequities and barriers to diversity and inclusion, and develop recommendations to improve the Coast Guard's ability to better reflect the racial/ethnic/gender make-up of the United States. **3.4.1** Contract with a third-party group to assess the military career lifecycle (recruiting, career development, promotion/advancement, evaluations, disciplinary and adverse actions, and retention) to identify barriers and biases. **3.4.2** Evaluate and assess the effectiveness of all human resource processes that administer disciplinary and adverse action proceedings relative to Coast Guard Core Values and civil rights violations. **3.4.3** Research creative and adaptive workforce retention policies for mission critical skills. **3.4.4** Create a team to review new and existing policies for potential barriers and biases, offer recommendations for improvement, and present a framework to implement those recommendations.	CG-1	CG-00H CG-1 CG127 CG-13 CGA FORCECOM PSC CG-094	FY 21
3.5 Develop a CG Mentoring Program framework to emphasize and focus on inclusive leadership for the total workforce. **3.5.1** Analyze career progression for new accessions in the total workforce. Identify and resolve rate specific growth trends to ensure retention.	CG-1	CG-1 CG-127 CG-128 FORCECOM LEAD	FY 21
3.6 Conduct a holistic review of LDC courses, TRACEN Cape May, and CGA training and education curricula to ensure D&I requirements are delivered and appropriately achieved in the training environment. **3.6.1** Develop a comprehensive D&I education program to institutionalize requirements for Cultural Competencies beginning at accessions and continuing throughout the member's talent management lifecycle. All accession points *(Cape May, CGA, OCS)*, *A-Schools, C-Schools, Officer Leadership Courses (i.e. MOCTC), Enlisted Leadership Courses (i.e. CPOA, SELC)*	CG-1	CGA FORCECOM TRACEN *Cape May*	FY 23

*****Action Item will be completed with assistance from a third-party contractor.*

Note: Key Stakeholders listed are not all encompassing.

Success Measures:
- Increase the diversity of the Coast Guard's total workforce.
- Deploy a D&I learning solution that reaches the Coast Guard total workforce.
- Institutionalize D&I based Cultural Competencies to emphasize an advanced education and learning curriculum for a mission ready total workforce.
- Unit leaders will measure "Inclusion Stand-Up" effectiveness through feedback identified in a unit-level assessment. Unit leaders will share lessons learned, feedback and best practices gained during the inclusion awareness dialogues at the unit level.

Conclusion

Our Service is focused on recruiting and retaining a total workforce dedicated to mission success and advancing the interest of the nation we are actively serving. The culture of the Coast Guard is vital to our success and support. An honest assessment of the organization and ourselves, combined with an open-minded approach to improvement, is an imperative as we seek to remain an employer of choice. The success of the initiatives in this Action Plan will be measured by the increase of diversity within the workforce. Inclusion success will be identified by an increase in our inclusion index scores in the results of organizational surveys.

The efforts and the desire to identify D&I based barriers to recruitment and retention are reflective in the commissioning of two studies; the Women's Retention Study and Holistic Analysis, and the Holistic Study & Analysis for Recruiting & Retention of Underrepresented Minorities. The Coast Guard will continue to prioritize recommendations from both studies and develop implementation plans that will benefit the total workforce. Diversity and inclusion encompass an array of issues that need to be addressed holistically and our Service will continue to maintain focus on efforts to ensure the Coast Guard is an inclusive organization.

The leadership and total workforce commitment to this action plan will enable the Coast Guard to invest in new and novel approaches to inclusion and diversity, and identify areas for improvement. Our future focus is to systematically and intentionally root diversity, inclusion and equity in our operating environments, processes and talent management systems. By embedding inclusion and diversity more fully into our culture, we will leverage the full range of talent to meet mission execution in the emerging challenges of a fast-paced, ever changing world.

Appendix

Diversity & Inclusion-Based Key Terms and Definitions

Affinity Groups: Affinity Groups (AGs) or Employee Resource Groups (ERGs) are organizationally recognized and strategic partners internal and external to the Coast Guard linked by a common purpose, ideology, or interest. They play a vital role in ensuring an inclusive environment where all are valued, included, and empowered to succeed. AGs and ERGs provide the potential for "critical mass" of employees to increase workplace inclusion.[3] They are instrumental in helping the organization meet diversity and inclusion goals by helping to attract, retain and develop diverse individuals. The Coast Guard currently collaborates with thirteen affinity groups that represent various demographics.

Bias: A prejudice in favor of or against one thing, person, or group compared with another usually in a way that is considered unfair. Biases may be held by an individual, group, or institution and can have negative or positive consequences. Types of bias: *Affinity Bias, Confirmation Bias, Bandwagon Effect, and Attractiveness Bias.*

Blind Spots: The collection of unconscious biases that lead to assumptions that influence behaviors. Hidden biases impact our perceptions of social groups without our awareness or conscious control. It shapes our likes and dislikes as well as influences our judgments about people's character, abilities, and potential. It's called a blind spot because we cannot see it, we are not aware of the bias. The blind spot is our inability to see the bias as well as its impact on our own judgment process.

Coast Guard D&I Coaching Program: Coaching training for members in the U.S. Coast Guard. Participants will learn coaching skills that are aligned with the International Coaching Federation core coaching competencies and skills to effectively facilitate tough-talks centered on identity, race, class, gender, religion, ethnicity, sexual orientation, and ability, which underpin the challenges faced throughout our institutions and communities.communities.

Coast Guard Inclusive Leadership Environment Index (CGILE): A standardized way to measure inclusion across the total workforce. The CGILE Index incorporates 26 questions from the Organizational Assessment Survey (OAS) questions that are identical and/or compatible to the 20 questions used in the Federal Employee Viewpoint Survey (FEVS) to track the five inclusive behaviors of the New IQ: Fair, Open, Cooperative, Supportive, and Empowering.

Culture: The way we learn to interpret, give meaning to, and function in the world based on the shared values, beliefs, history, transitions, standards, language, behavioral norms, communication styles, etc. of the communities with which we primarily identify.

Cultural Fluency: A process of lifelong learning resulting in knowledge, communication skills, behaviors, and attitudes that allow us to work effectively with others from different cultural backgrounds - increasing the ability to maximize the benefits of diversity within our workforces.

Devotion to Duty: We are professionals, military and civilian, who seek responsibility, accept accountability, and are committed to the successful achievement of our organizational goals. We exist to serve. We serve with pride.[4]

Diversity: Diversity refers to the variety of similarities and differences among people, including but not limited to: gender, gender identity, ethnicity, race, native or indigenous origin, age, generation, sexual orientation, culture, religion, belief system, marital status, parental status, socio-economic difference, appearance, language and accent, disability, mental health, education, geography, nationality, work style, work experience, job role and function, thinking style, and personality type.[5]

D&I Practitioner: Members of the Coast Guard who have a job assignment/position responsible for recognizing, creating and implementing programs to strengthen Diversity and Inclusion within the organization (e.g. CG- 127, CGA OID Staff, PAC/LANT Area Diversity Action Officers (DAO).

Equity: The guarantee of fair treatment, access and opportunity for advancement for all (employees) while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding unbalanced conditions is needed to assist in fostering equality in the provision of effective opportunities to all groups.

3   Office of Diversity and Inclusion, *Governmentwide Inclusive Diversity Strategic Plan*, U.S. Office of Personnel Management, (2016)
4   Jim Dolbow, *The Coast Guardsman's Manual, Tenth Edition,* Naval Institute Press, (2013)
5   Julie O'Mara and Alan Richter, *Global Diversity & Inclusion Benchmarks; Standards for Organizations Around the World,* The Centre for Global Inclusion, (2017)

Equity-Minded: Used to describe actions that demonstrate individuals' capacity to recognize and address racialized structures, policies, and practices that produce and sustain racial inequities.[6]

Global Diversity & Inclusion Benchmarks (GDIB): Diversity and Inclusion (D&I) standards and benchmarks for organizations around the World to support organizations globally in the development and implementation of D&I best practices. The GDIB helps organizations: realize the depth, breadth, and integrated scope of D&I practices; assess the current state of D&I; determine strategy, and; measure progress in managing diversity and fostering inclusion. The important GDIB elements consists of 14 categories of benchmarks, organized into four groups (foundation, internal, external, and bridging).

Honor: Integrity is our standard. We demonstrate uncompromising ethical conduct and moral behavior in all of our personal and organizational actions. We are loyal and accountable to the public trust.[7]

Inclusion: A dynamic state of operating in which diversity is leveraged to create a fair, healthy, and high-performing organization or community. An inclusive environment ensures equitable access to resources and opportunities for all. It also enables individuals and groups to feel safe, respected, engaged, motivated, and valued for who they are and for their contributions toward organizational goals.[8]

Inclusion Dialogue: A creative process for leading collaborative dialogue, sharing knowledge and creating possibilities for action in groups of all sizes; it is a method for engaging people in meaningful conversations. The goals of Inclusion Dialogues are to maximize collective intelligence, welcome and listen to diverse viewpoints, encourage full participation and civility, and harvest ideas that propel the conversation forward into action.

Key Stakeholder: An office, directorate, or entity (including those subordinate to the same) that has a vested interest in the communication, implementation and success of the proposed actions and/or initiatives.

Microaggression: Statements, actions, or incidents regarded as indirect, subtle, or unintentional discrimination against members of a marginalized group. It is also defined as brief but commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative slights and insults toward an individual based on race, gender, sexual orientation, age, weight, etc.

Micro-inequities: Subtle slights and snubs that devalue individuals and often prompt employees to leave an organization. A theory that refers to the hypothesized ways in which individuals are either singled-out, overlooked, ignored, or otherwise discounted based on unchangeable characteristic such as race or gender.

New Inclusion Quotient (IQ): Inclusive quotient is built upon the concept that individual behaviors, repeated over time, form the habits that create inclusive work environments. These behaviors are calculated into an index using a subset of 20 questions from the Federal Employee Viewpoint Survey (FEVS). They are categorized into five subfactors: Fair, Open, Cooperative, Supportive, and Empowering. The NEW IQ index indicates a degree to which an environment is inclusive.[9]

Respect: We value our diverse workforce. We treat each other and those we serve with fairness, dignity, and compassion. We encourage creativity through empowerment. We work as a team.[10]

Stereotype: An oversimplified generalization about a person or a group. These can be about both negative and positive qualities but regardless, they lump people together. Stereotypes are cognitive shortcuts and become a bias when you apply the stereotype to an action.

Total Workforce: The Coast Guard's total workforce consists of all Active Duty, Reserve, Civilian and Auxiliary components. Every active duty, reserve, civilian, and auxiliary member plays an integral role in mission execution.

Unconscious Bias (or implicit Bias): Social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing.

Unit Leader: Leads a discreet work group, staff, command, or unit. An individual who has the ability to shape and impact the culture, environment and work of a defined group. A list of Unit Leader examples include but are not limited to: Command Cadre, Department Heads, Division Officers, OICs, Chiefs, Supervisors, or any person identified by any of the above positions.

6   University of Southern California (2017). *What is equity mindedness.* Retrieved from https://cue.usc.edu/equity/equity-mindedness/
7   Jim Dolbow, *The Coast Guardsman's Manual, Tenth Edition,* Naval Institute Press, (2013)
8   Julie O'Mara and Alan Richter, *Global Diversity & Inclusion Benchmarks; Standards for Organizations Around the World,* The Centre for Global Inclusion, (2017)
9   Office of Diversity and Inclusion, *Governmentwide Inclusive Diversity Strategic Plan*, U.S. Office of Personnel Management, (2016)
10 Jim Dolbow, *The Coast Guardsman's Manual, Tenth Edition,* Naval Institute Press, (2013)

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WASHINGTON, D.C.

www.uscg.mil/diversity